

**Assessment of Talent Management Practices and its Impact on  
Employees Organizational Commitment in Hotels**Mohamed Tawfik<sup>1</sup>Neven Mansour<sup>2</sup>Adel Samir<sup>3</sup>

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**Abstract**

The purpose of this research is to investigate the talent management practices and its impact on employees' organizational commitment in a sample of five-star hotels in Greater Cairo. In order to achieve this aim, 286 questionnaire forms were distributed; only 281 of them were valid for analyses. Factor analysis, item-Total correlation, ANOVA and linear regression tests were used to analyze the data. A structured interview was also conducted with 8 employees working at the housekeeping department in (Marriott, Ritz Carlton, Intercontinental City Stars and Concord El Salam Hotels). The results showed that, there was a statistical significant relationship between all factors of talent management practices and organizational commitment. The results showed that developing and retaining talented people has the most significant effect in increasing employee organizational commitment in hotels.

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**Key Words** : Talents - retaining - development - Human resources - management - Organizational - commitment.

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## Introduction

Talent management practices are integral parts of the hotel's growth and success. Managers in the hospitality industry know that they must have the best talented staff to get a competitive advantage. Talent management has become a priority for hospitality industry worldwide (Michaels et al., 2001).

Hotels have begun to develop strategies and methods for talent management to build the future and continually stimulate competitiveness in the hospitality industry. Talent management allows hotels to work effectively, identify talented people, and retain the human power within the hotels. The concept of talent management reflects the change that was starting in human resources needs and practices by focusing on talented people (Gillian and Maxwell, 2008). Talent management is a mixture of human resource management practices like recruitment, choice and career development (Meyers et al., 2013). Talent management focuses on the creation of a large talent pool that has the requisite skills and knowledge necessary for the hotel.

Talent management regards talent as a resource to be managed primarily with performance levels or as significant, supporting the hotel purposes. Talent management is important in hotels. Because evidences suggest its effects on organizational commitment, thus, reducing employees turnover and increasing job satisfaction within hotels based on these arguments, the main objective of this research is assessing of talent management practices and its impact on employees' organizational commitment in hotels (Tom, 2008).

## Literature Review

### History and Definitions of Talent

The term 'talent' has been tracked back from the ancient Greece (in Greek talent on) where its meaning evolved from monetary units to valuable personal abilities that should not be wasted. Today 'talent' has a shared public meaning of "a natural ability to be good at something, especially without being taught (Transley, 2011) . It's hard to find one definition for



talent, so organizations often derive their own conceptualization of what is talent.

Miller (2003) and Barron (2008) stated that talent is to employ the person who has a high ability to help in the progress of the organization over a specified period of time. While others see that, practically anyone who can be able to influence in achieving the organization's objectives to be called talented, and administration should not focus on a small group only because everyone has talent ability can be stimulated to achieve the competitive advantage of the organization (Horváthová, 2011). While Lewis et al., (2006) defined talent as “a rare value, which is difficult to imitate, but have specific characteristics and it is not always clear”.

### **The Concept of Talent Management**

According to Creelman (2004) talent management is the process of attracting and retaining talented people. Uren and Samuel (2007) referred to talent management as set of steps, which include recruitment and selection, developing and retention talented employees. Collings and Mellahi (2009) considered talent management as the process of making sure that the organization hiring the right employee in the right positions. Watson (2011) indicated that talent management is one of the basic functions of human resource management, which has a major strategic role in hotels.

Horvathova (2011) stated that talent management is a group of the organizational activities, which includes selection and recruitment, motivating, developing and retention talented employees to achieve the objectives of the current and future organizations. Vladescu (2012) indicated that the key factor of talent management definition is that we are looking for a superior performance, it means, to hire people able to do the work, the talent management strategy is defined to create a talent pool in the organization which will give to the organization a sustainable competitive advantage based in its employees.



According to Jackso et al., (2009) talent management aims to achieve the following:

1. Identify talented employees and associated roles, which is strategically important for the development of a long-term plan to provide human resources.
2. Find the best employees in the organization who have the ability to develop their skills.
3. Retain the talented employees to confront the strategic future demand.
4. Receive feedback to ensure meeting the strategic needs of the organization.
5. Providing talent continuously achievements within the organization, achieving competitive advantage of the organization to provide the skill set and effective leadership at all levels who are ready to face future challenges (Riccio, 2010).
6. The appointment of qualified individuals in key positions in the organization to achieve the organization's goals (Berger, 2004).

### **Human Resources Management Vs. Talent Management**

There are some researchers who defined talent management as a variety of practices, functions and activities of human resources. The talent management for them requires the same tasks of human resources management but in a faster way. Regardless the number of these researchers, they have changed the old term (Human Resource Management) into (Talent Management) while human resource management as a tactical administration but talent management a strategic Administration.

Cheese et al., (2008) asserted that human resource management involves the process of selecting, recruitment, performance appraisal, training, salary & wage, benefits, and social insurance ...etc. Thus, function of human resource management is larger than function of talent management. While talent management involves the process of developing, selecting, retaining talented employees in organizations. Thus talent management is to employ the right employees at the right position



so talent management focuses on the people, while human resource management focuses on jobs. Talent management requires the participation of all employees in organization with a focus on talented people.

Human resource management is more interested in the administrative aspects that focus on dealing with wages, holidays, vacations, benefits, complaints and compensation, rewards and punishments and focuses on providing the organization with the needed number of employees without any regard to how these employees are qualified or not. While talent management focus on helping to improve the best talents in the organization and selecting, developing and retaining on them and pays more attention to whether these employees are qualified for the job (Collings and Mellahi, 2009).

**Talent management consists of three dimensions as follows:**

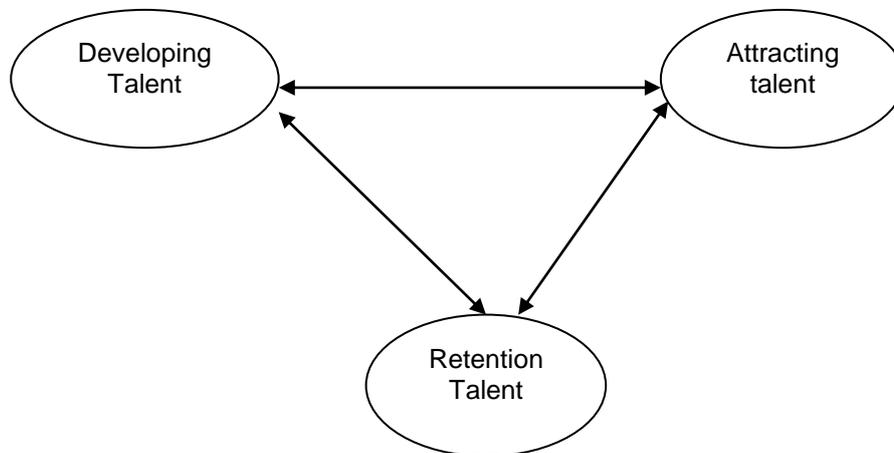


Figure 1: "Strategic Management Creating Competitive Advantages" by (Dess et.al.,2007)

In order to clarify this interactive relationship, the process of attracting employees with low skills will hinder the process (attracting, development and retention talented people) as well as the case if the conservative operations ineffective, it will add an additional burden on the processes of attracting and development. According to *WTTC* (2015) integrating new



employees and developing and keeping current workers and attracting highly skilled workers to work for hotels is key to the success of the hospitality industry.

### **Definition of Organizational Commitment**

Meyer and Hersovitch (2001) described organizational commitment as reflecting three broad themes: affective, continuance, and normative. Thus, commitment is viewed as reflecting an emotional or affective orientation toward the organization, recognition of the costs related to leaving the organization, and a moral obligation to remain within the organization. Organizational commitment is the employee's desire to remain within the organization, and thus, to strive for this, and the adoption of the organization's goals and values (Allen, 2003).

Organizational commitment is explained according to Buchanan et al., (1974) and Sawner (2010) as commitment to the work environment and included several dimensions, such as: commitment to the work, commitment to internal duties and tasks of the work, commitment to the organization, commitment to the profession, and commitment to the team work and others organizational commitment, (which is the willingness of an individual to remain within an organization).

### **Dimensions of Organizational Commitment**

#### **Affective commitment**

According to Meyer and Allen (1997) ; Gökhan and Berrin (2014) affective dedication is a work-related attitude with positive feelings toward the Organization. Affective commitment refers to the emotional commitment of a worker to the organization, his entity with the values and goals of the organization and also the extent of his involvement with the organization.

#### **Continuance commitment**

The employees remain within the organization because they need to. Utilitarian link is based primarily on the benefit obtained from the organization, as long as the organization that employs submit to him offers, benefits and yields more than other organizations; thus, continue to



work within the organization, so the owners of this commitment are the opportunists and the owners of the high ambitions (Nouruddeen, 2015).

### **Normative Commitment**

Chen (2009) described normative commitment as “the work behavior of employee that has feeling of obligation, duty and loyalty towards the organization. Jones et al., (2009) mentioned that the normative committed worker considers it morally right to remain within the organization, regardless of how much enhancement or satisfaction the organization provides him or her over the years.

### **Importance of Organizational commitment**

Mehmet and Demet et al., (2012) stated the importance of organizational commitment as following:

- To reduce employees' turnover
- To increase job security.
- To make the organization in a state of stability.
- To increase job satisfaction.
- To increase job performance .
- Commitments of employees affect positively to increase productivity.

### **Association between talent management and organizational commitment**

Previous studies, Tan Siao (2011) and Somayyeh et al., (2014) focused on the importance of talent management practices as a method of improved administrative in the organization. It is also noticed through (Tom, 2008). Thus, a large number of hotels focused on talent management practices to achieve a competitive advantage or to provide the lowest price, offer the best products and reduce labor turnover.

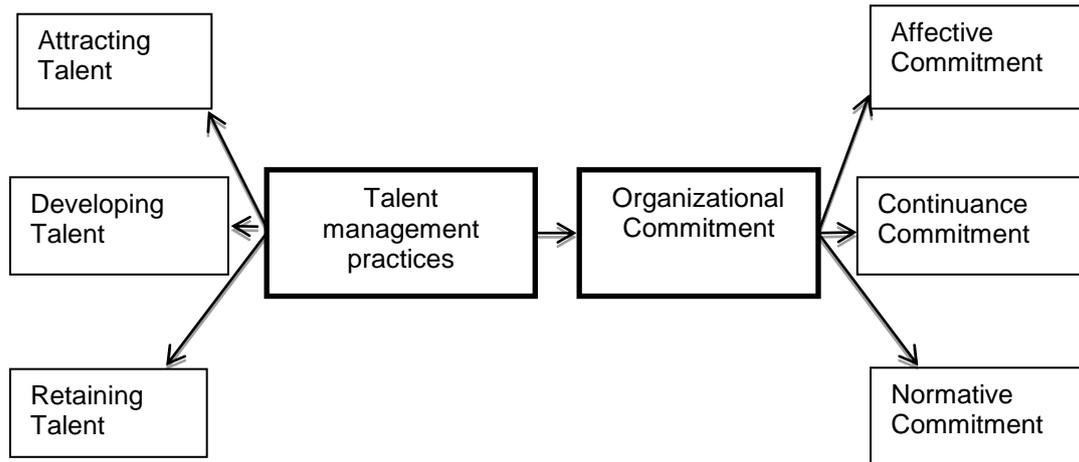


Figure 2: Conceptual model of research

The purpose of this study is to focus on talented employees as the greatest assets, because they make us different in the future. This study differs from other studies as it focuses on the commitment of talented employees of the hotels, that through organizational commitment can achieve all of the above like a competitive advantage, offer the best products and reduce labor turnover.

### Materials and Methods

This research employed a self-administered questionnaire as the primary data-gathering instrument to investigate the talent management practices and its impact on employees' organizational commitment in hotels. Researchers use questionnaire to obtain information about the attitudes, feelings, behaviors, perceptions, experiences and personalities of participants. The questionnaire form was divided into two main parts: personal data, and objective data. Each part includes some sections. The first part consisted of two sections (personal data and work experience data). The first section included four questions. These questions were intended to reveal the employees' data such as gender, age, education,



and marital status (demographic data of employees) the second section include work experience.

The second part (objective data) included the talent management and organizational commitment questions. This part consist of two sections, the first section evaluates talent management and includes 17 questions from the study of Shawn et al., (2006) and consists of three dimensions (selection and recruitment, developing and retention talented employees). The second section evaluates organizational commitment with 17 questions from the study of Meyer and Herscovitc (2001), Which includes emotional commitment, continuing commitment and normative commitment. A Likert scale of 1 (strongly disagree) to 5 (strongly agree) is used to measure the respondents' level of agreement to the statements in the questionnaire.

A structured interview was conducted with 8 employees who working at the housekeeping department in (Marriott, Ritz Carlton, Intercontinental City Stars and Concord El Salam Hotels). All interviews have been done with employers who have appreciated certifications and employees of each month.

Hotels code	Name of hotels	Number of employee
C1	Marriott	2
C2	Ritz Carlton	2
C3	Intercontinental City Stars	2
C4	Concord El Salam	2

### **Research hypotheses**

In an attempt to achieve the research goals, three hypotheses are developed as follows:

- There is positive statistical significant relationship between the practice of attracting and recruiting talent and employees organizational commitment in hotels.



- There is positive statistical significant relationship between the practice of developing talent and employees' organizational commitment in hotels.
- There is positive statistical significant relationship between the practice of retaining talent and employee's organizational commitment in hotels.

### **Data Analysis**

The results obtained from the questionnaire forms were statistically analyzed using Statistical Package for the Social Sciences (SPSS) version 22. Data and information found in the study were analyzed and discussed in accordance with the stated objectives. Table (2) presents the profile of the sample of employees. The employees comprised of 50.4% females and 49.1% males. Most of the employees 47.7% aged employees from 20 to less than 40 years. The majority of employees 53.4% had a Secondary school. With regards to years of experience 42.7% from one year to less than three years.



**Table (2) Demographics of the Respondents**

Characteristic data of Employee	Frequency	Percentage %
<b>Gender</b>		
Male	138	(49.1)
Female	142	(50.4)
Missing	1	(0.5)
<b>Age</b>		
Less than 20 years	99	(35.2)
From 20 to less than 40 years	134	(47.7)
More than 40 years	38	(13.5)
Missing	10	(3.6)
<b>Marital status</b>		
Single	129	(45.9)
Married	139	(49.5)
Divorced	12	(4.3)
Missing	1	(0.4)
<b>Education</b>		
Secondary school	150	(53.4)
bachelor	109	(38.8)
Post graduate	22	(7.8)
<b>How long have you been working at this department?</b>		
Less than six months	15	(5.3)
From six months to less than one year	64	(22.8)
From one year to less than three years	120	(42.7)
More than three years	76	(27.0)
Missing	6	(2.1)



## Factor analysis

The factor analysis of the talent management showed that there are two items loadings less than 0.5. Therefore, these items were deleted (Tabachnick and Fidell, 2007). While the factors analysis of the organizational commitment found that three items loadings less than 0.5 and therefore these items were also deleted.

## Scale Reliability

Prior to testing, it is important to establish the reliability of each of the scales used in this study. Reliability judges the degree to which measures are free from error and, hence, yielding consistent results (Tabachnick and Fidell, 2007). One of the most commonly used measures of reliability is the Cronbach's alpha coefficient. Cronbach's alpha coefficients of the used scales, as shown in table (3), ranged from approximately (0.7) to (0.9). All the coefficients exceed the minimum level of (0.7), except normative commitment this variable will be removed because its validity is low (0.468).

**Table (3) Cronbach's alpha coefficient**

Factors of Talent management practices	Cronbach's Alpha	No. of Item
Recruitment and selection talented employee	(0.866)	6
Development of talented employees	(0.829)	5
retention talented employees	(0.704)	4
Overall of Talent management	(0.902)	15
Factors of organizational commitment		
affective commitment	(0.735)	6
continuance commitment	(0.744)	6
normative commitment	(0.468)	2
overall organizational commitment	(0.764)	14



## Taste of Normality

According to Madsen (2011) Shapiro-Wilk application was selected because it always used for a large sample. Prior to doing many of the statistical analyses several assumptions were tested (Shapiro-Wilk). The results indicated that, there is a normal distribution among variables.

## Model fit indices

Table (4) shows that Adjusted R Square value is .397 this means this means that talent management, which consists of attracting, developing and retaining talents, effects on organizational commitment. Hence, relative to the contribution of this variable reached out 39.7%. It could be seen that the sig. value was (.000) which is lower than (0.01).

**Table( 4 )Model Fit Indices**

Model	Adjusted R Square	Sum of Squares	df	Mean Square	F	Sig.
Model1	.397					
Regression		4662.915	3	1554.305	60.168	.000
Residual		6897.307	267	25.833		
Total		11560.221	270			

a. Predictors: (Constant), attracting, developing, retaining.

b. Dependent Variable: commitment.

## Testing of the research hypnosés

table (5) shows, that there is a statistical significant relationship between all factors of talent management practices and organizational commitment. On the other hand, the findings of the study suggest that there is a significant relationship between the talent management and its sub variables as attracting the talents, talents development, and talents retaining with organizational commitment. Also talents development variable has had the highest rank (0.758) between the variables of talent management.



**Table (5) The linear regression between talent management factors and organization employees commitment**

Mode	Unstandardized Coefficients		Standardized Coefficients	T	sig
	B	std. Error	Beta		
1(Constant)	21.727	2.361		9.203	.000
Attracting Talent	.212	.088	.150	2.412	.017
Developing Talent	.758	.109	.441	6.929	.000
Retaining Talent	.384	.161	.137	2.388	.018

The staff working in (C2 and C4) agreed and supported that "talent development could be through continuous training for employees who has a talent in a different department for example: "if there are someone working at housekeeping department and at the same time she mastered plays violin, so they are working on improving her talent through asking her to get to most events to playing violin which they make a qualified Violinist from houseman" (C2).

(C1) employees added that talent development could be through continuous training for employees who have a talent in a different department. For example: "a houseman was famous for his great love for pizza and his abilities to make wonderful pizza like which that created by a great chiefs and according to the talent development department they discovered his talent and they worked on it as the transferred him to Chef baked to doing tests, after he passed, he started his new career with his beloved talent and now he considered a chief assistant for pizza and bakers as shown in table (5).

Regarding retaining talent (0.384) employees working at (C1 and C3) said that "Responsibilities creates commitment and loyalty "that means, "the hotel management gives every employee a responsibility and self-confidence to enhance his feeling of commitment to the place as when he will be responsible for the hotel progress that will works on employees retaining and the hotel management is dealing with the talented people as they are a Skeleton for the hotel". The staff working at C1andC3 stated



that "it could through ("promotions and incentives)" For example: "the hotel is preparing them to be the most efficient leaders and responsible for work in the future (C2). "which increase the organizational commitment for employers and this fact proved by the statistical side".

Concerning attracting talents (0.212) were located in the final ranks, employees working at C3 said that, "New staff are selected based on skills, knowledge, abilities and what services can you offer which different from you coworker" for example "one employer can make from 15to 20 rooms per day is considered a normal employer, but the employee who can make more than 20 rooms per day with same qualities and efficiency is considered a talented employer". These results are supported by (Tan Siao.2011; Mehmet, Demet and at el., 2012; Somayyeh.et al 2014).

### **Recommendations**

- Implement talent management practices and training for all personnel who supervise employees or have a hotel position of influence.
- Use performance reviews, cognitive and talent management scores as tools for promoting employees to managerial positions. This information should be shared with managers and above to improve their skills and abilities to lead and influence hotel employees.
- When considering individuals from outside the hotel to hire, they should be introduced to the construct of talent management and its viability to the success of the workplace.
- The importance of setting up an administrative unit dealing with the psychological and social aspects of the employees
- Employees should be encouraged to use talent management skills in team functions.
- Benefit from the experiences of successful companies, in the application talent management, and their adoption in the hotel symmetrical with the work environment.



- It should discover a new ways to attract a talented people from outside hotels or development for those who included in the hotel

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## الملخص العربي

### تقييم ممارسات إداره المواهب واثرها على الألتزام المؤسسى للعاملين فى الفنادق

تعتمد صناعة الضيافة بصفة عامة و الفنادق بصفة خاصة على الأشخاص الموهوبين والذين يمتلكون المهارات الخاصة. لذلك يجب على الفنادق جذب و تطوير و الاحتفاظ بهؤلاء الموهوبين لان مثل هذه الممارسات تمهد الطريق لزيادة الألتزام المؤسسى لدى العاملين فى الفنادق والذي يؤثر ايجابا علي نمو وازدهار صناعة الضيافة .

وقد تم تطبيق الدراسة على ٩ فنادق فى القاهره الكبرى وتحديدًا على قسم الاشراف الداخلى وتم توزيع عدد ٢٨٦ إستمارة، ٢٨١ إستمارة منهم قابله للتحليل الاحصائى ،كما انه تم عمل مقابلات شخصية مع ٨ موظفين فى ٤ فنادق . وأظهرت النتائج الاحصائيه أن هناك علاقة بين إدارة المواهب و مُتغيراتها على الألتزام المؤسسى للعاملين فى الفنادق ، ولذا ينصح بتطبيق ممارسات ادارة المواهب وتدريب كلاً من المديرين والمشرفين على كيفية اكتشاف المواهب وتنميتها ، بالاضافه الي الاستفادة من تجارب الشركات الناجحة فى تطبيق ادارة المواهب ، واعتمادها فى الفنادق بما يتناسب مع بيئة العمل، كما انه ينبغى تشجيع العاملين على استخدام مواهبهم ومهارتهم فى العمل.